



FM 6-22 Army Leadership

"An Overview"

Course 6-22-1

*Competent, Confident, and
Agile*

Proponency: Center for Army
Leadership



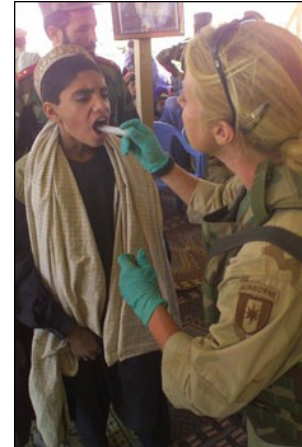
What Roles Will the Leader Play?



Team leader



Humanitarian



Trainer & Mentor

Warrior



Ambassador



Course Outline



1. What's new in FM 6-22?
2. Leadership/leader defined
3. Roles of Army leaders
4. Levels of Leadership
5. Leader Teams
6. The Army Leadership Requirements Model
7. A Leader of Character, With Presence, and Intellect
8. Competency-Based Leadership
9. Influences on Leadership
10. Adaptability
11. LT Rescorla vignette



What's new in FM 6-22?



Enduring themes and concepts

What stays the same

- Leadership definition
- **Be, Know, Do**
- Support & defend the Constitution
- Valuesbased
- Leaders of character & competence
- Levels of leadership (direct, organizational, strategic)
- Developmental counseling

What changes

- Added emphasis
 - Warrior Ethos
 - Leader roles by cohort (Officer, NCO, WO, Civ)
 - Leader development (LLL, mentorship, multi-rater assessment)
 - Leader teams
 - Mission command
 - Ethical reasoning
- More relevant examples
- Framework modified to attributes & competencies



Leadership Defined



Army leadership is defined as influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.



An *Army leader* is anyone, who by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.



Roles & Responsibilities



- Officers and warrant officers
- Non-commissioned officers
- Army Civilian Corps

(Chain of command)

-
- Joint/multinational
 - Defense contractors
 - Civilian populace
 - Foreign Security forces

(Extend influence beyond chain of command)



Soldier's Creed



SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.



U.S. ARMY

**WARRIOR
ETHOS**

Warrior Ethos is imbedded in the Soldiers' Creed. It is non-negotiable and the heart of who we are.

[Back](#)



Civilian Corps Creed



Army Civilian Corps Creed

I am an Army Civilian - a member of the Army Team.

I am dedicated to the Army, its Soldiers and Civilians.

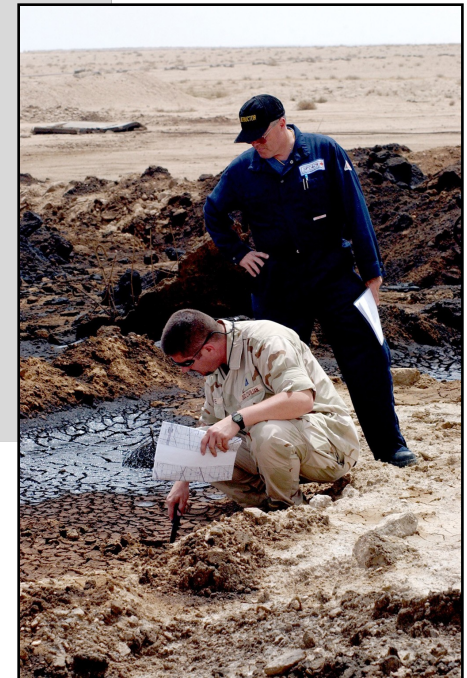
I will always support the mission.

I provide stability and continuity during war and peace.

**I support and defend the Constitution of the United States
and consider it an honor to serve the Nation and its Army.**

**I live the Army values of Loyalty, Duty, Respect, Selfless Service,
Honor, Integrity, and Personal Courage.**

I am an Army Civilian.





Levels of Leadership





Levels of Leadership



- Direct → Face to face or first-line leadership
- Organizational → Indirect leadership through more levels of subordinates
- Strategic → Major command through Department of Defense level positions



Direct Level Leadership



Direct leaders provide one on one guidance and direction. They interact at the lowest levels of the Army. Direct level leader positions would include:

- squad leader
- team leader
- section chief
- crew chief
- platoon sergeant/platoon leader
- OIC (officer-in-charge)



Organizational Level Leadership



An organizational leader must guide his subordinates to fulfill missions provided by strategic leaders. He must convey to the direct leaders under him his intent and manage his resources and personnel to achieve the mission.

- Maneuver commands (4th ID, 3rd ID, etc.)
- Support organizations (engineer, quartermaster, personnel, or finance units)
- Reserve or Guard commands (81st



Strategic Level Leadership



Strategic level positions involve responsibility for large complex organizations with several thousand people. A strategic leader must have vision and the ability to make others understand that vision.

- Major commands (FORSCOM, TRADOC, CAC)
- Department of Defense
- US Central Command, PACOM
- Senior military embassy personnel
- Joint Chiefs of Staff positions



Leader Teams

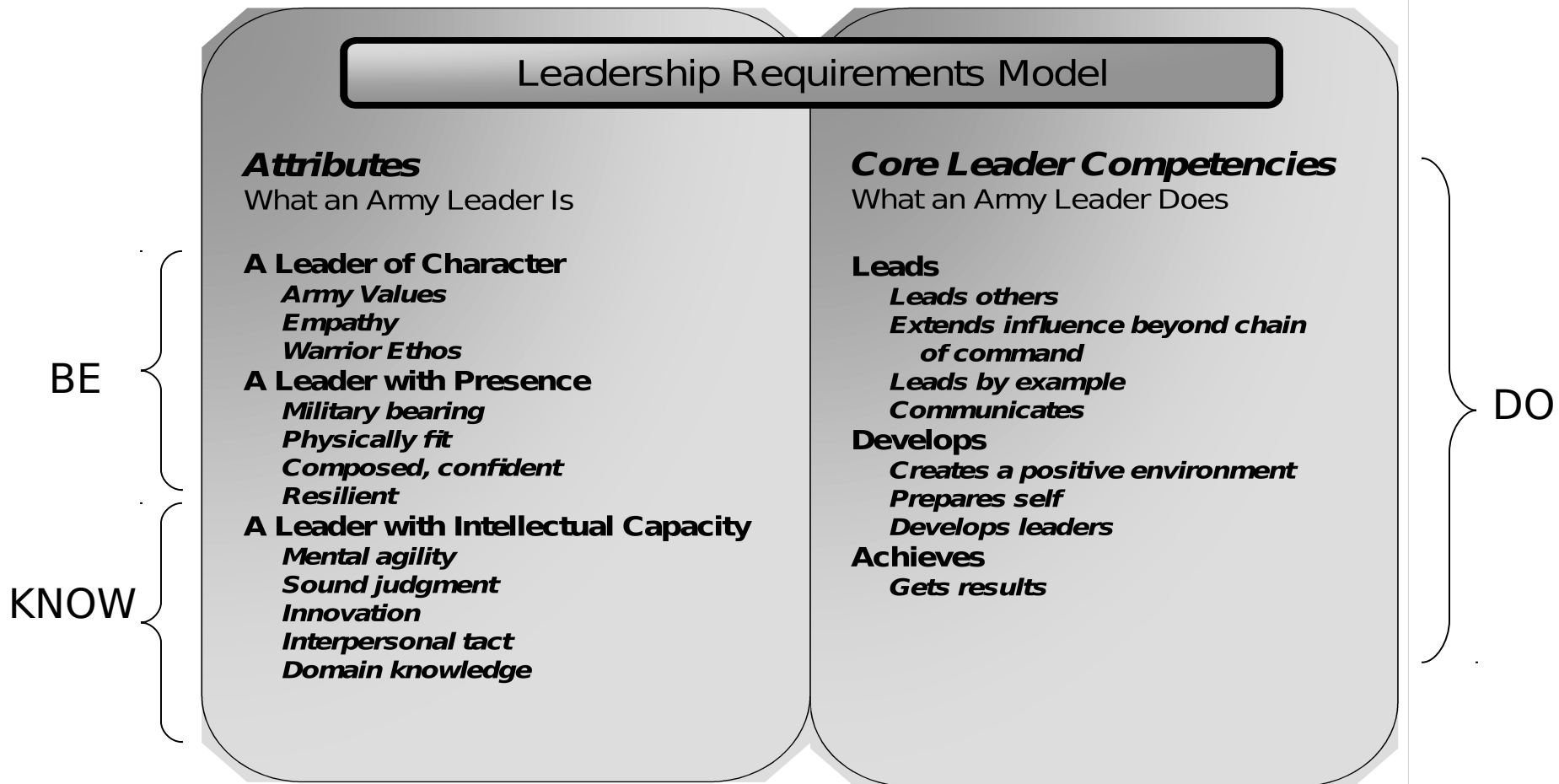


- Teambuilding
- Leader teams
- Vertical/horizontal team
- Shared leadership





Army Leadership Requirements Model





A Leader of Character



LOYALTY	<i>Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.</i>
DUTY	<i>Fulfill your obligations.</i>
RESPECT	<i>Treat people as they should be treated.</i>
SELFLESS SERVICE	<i>Put the welfare of the Nation, the Army, and subordinates before your own.</i>
HONOR	<i>Live up to all the Army Values.</i>
INTEGRITY	<i>Do what's right—legally and morally.</i>
PERSONAL COURAGE	<i>Face fear, danger, or adversity (physical or moral).</i>

- Army Values
- Empathy
- The Warrior Ethos





A Leader With Presence



- Military bearing
- Fitness
- Confidence
- Resilience





A Leader With Intellect



- Agility
- Judgment
- Innovation
- Interpersonal tact





A Leader With Intellect



[Read vignette](#)

- Domain knowledge
 - Tactical
 - Technical
 - Cultural
 - Geo-political

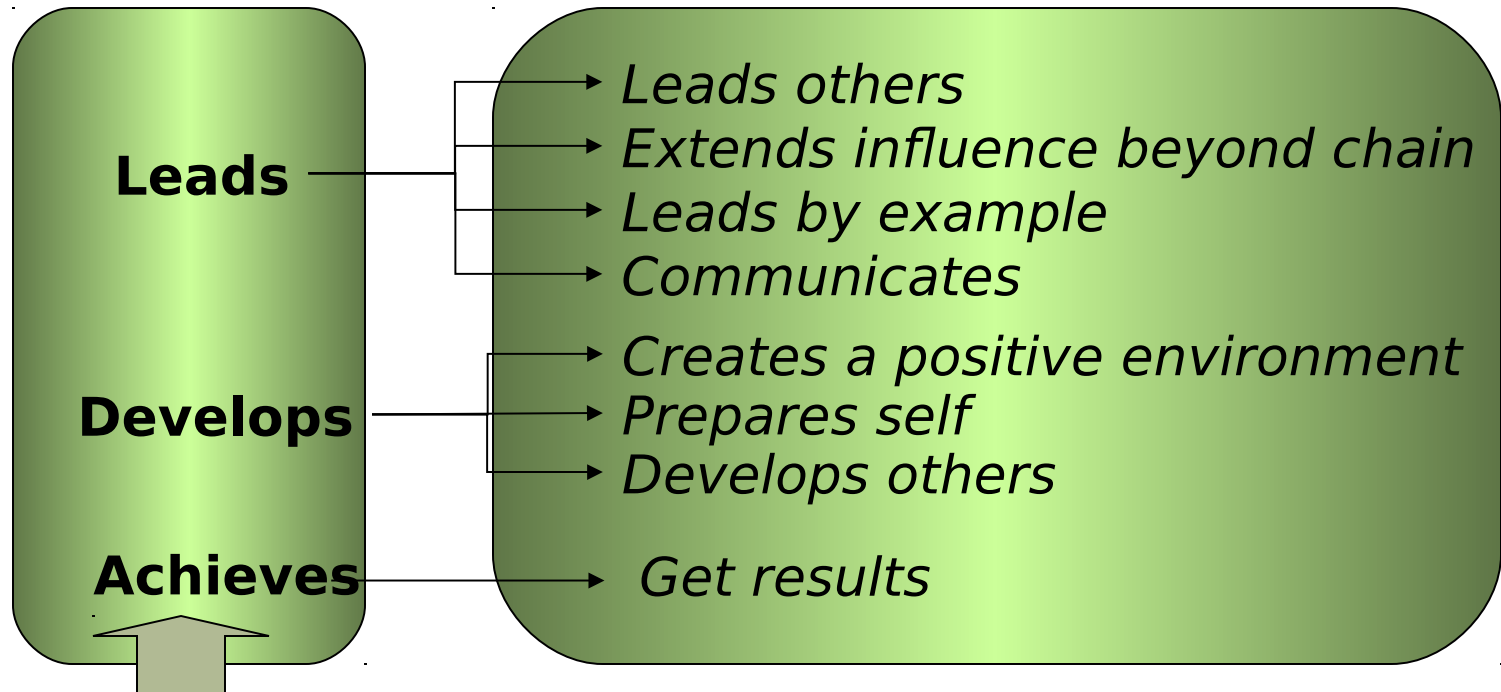


Competency Based Leadership



Competency Areas

Competencies



Leadership is influencing people – by providing purpose, direction, and motivation – while operating to accomplish the mission and improving the organization. (FM 6-22)



Influences on Leadership



- Stress in combat
- Fear in combat
- Stress in training
- Stress of change
- Adaptability





Adaptability



- Learn to adapt by adapting
- Lead across cultures
- Seek challenges





A Fearless Leader: Twice a Hero



[Read vignette](#)

[Link to X-Ray website](#)

- LT “Rick” Rescorla
- From Vietnam to 9/11
- Courage is contagious
- Served the nation in many capacities
- Leadership as a lifelong skill



A Fearless Leader: Twice a Hero



- What values did he exhibit?
- Which core leader competencies did he display?
- What type of an example did he set for those around him?

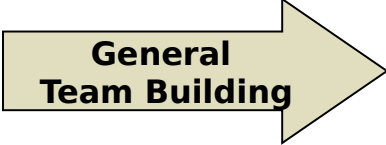

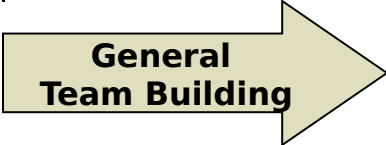

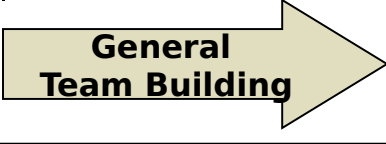



Questions and feedback on this course
should be directed to the:

Center for Army Leadership
LRADD (FM 6-22)
Ft. Leavenworth, KS

(913) 758-3160

Teambuilding

FORMATION STAGE	Subordinate Actions	Leader & Organizational Actions
 <p>General Team Building</p>	<ul style="list-style-type: none"> • Learn about team purpose, tasks, and standards • Learn about leaders and other members • Achieve belonging and acceptance 	<ul style="list-style-type: none"> • Design effective reception and orientation • Create learning experiences • Communicate expectations • Listen to and care for subordinates • Reward positive contributions • Set example
 <p>Team Building for Deployments</p>	<ul style="list-style-type: none"> • Adjust to uncertainty across full spectrum of operations • Cope with fear of unknown injury and death • Adjust to separation from home and family 	<ul style="list-style-type: none"> • Talk with each Soldier • Reassure with calm presence • Communicate vital safety tips • Provide stable situation • Establish buddy system • Help Soldiers deal with immediate problems
ENRICHMENT STAGE		
 <p>General Team Building</p>	<ul style="list-style-type: none"> • Trust leaders and other members • Cooperate with team members • Share information • Accept the way things are done • Adjust to feelings about how things ought to be done 	<ul style="list-style-type: none"> • Trust and encourage trust • Reinforce desired group norms • Establish clear lines of authority • Establish individual and unit goals • Identify and grow leaders • Train as a unit for mission • Build pride through accomplishment
 <p>Team Building for Deployments</p>	<ul style="list-style-type: none"> • Demonstrate competence • Become a team member • Learn about the threat • Learn about the area of operations • Avoid life-threatening mistakes 	<ul style="list-style-type: none"> • Demonstrate competence • Prepare as a unit for operations • Know the Soldiers • Provide stable unit climate • Emphasize safety for improved readiness
SUSTAINMENT STAGE		
 <p>General Team Building</p>	<ul style="list-style-type: none"> • Trust others • Share ideas and feelings freely • Assist other team members • Sustain trust and confidence • Share missions and values 	<ul style="list-style-type: none"> • Demonstrate trust • Focus on teamwork, training, & maintaining • Respond to subordinate problems • Devise more challenging training • Build pride and spirit
 <p>Team Building for Deployments</p>	<ul style="list-style-type: none"> • Adjust to continuous operations • Cope with casualties • Adjust to enemy actions • Overcome boredom • Avoid rumors • Control fear, anger, despair, and panic 	<ul style="list-style-type: none"> • Observe and enforce sleep discipline • Sustain safety awareness • Inform Soldiers • Know and deal with Soldier's perceptions • Keep Soldiers productively busy • Use In-Process Reviews (IPRs) and After-Action Reviews (AARs) • Act decisively in face of panic

Rescorla Vignette

A Fearless Leader-Twice a Hero

One of the “young Soldiers” who fought with LTC Harold Moore at the well-known battle of Ia Drang in late 1965 was a lieutenant named Cyril Richard “Rick” Rescorla. He was British, the epitome of the young warriors that country had bred for centuries, already battle-hardened by time spent in Cyprus and Rhodesia at the age of 24. Rescorla came to America to join the fight in Vietnam.

LTC Moore called him the best platoon leader he ever saw. His troops loved him for his spirit and fearlessness. The night after an entire company of the 2nd Battalion, 7th Cavalry was virtually wiped out at Landing Zone (LZ) X-Ray, Rescorla’s company was ordered to replace them on the perimeter at the foot of the Chu Pong mountain ridge.

That night, the young lieutenant did all the right things to prepare his Soldiers for battle, studying the terrain, relocating foxholes, laying booby traps, and repositioning weapons. The best thing he did was display confidence.

Sometime after midnight, he started singing a slow Cornish mining tune: “Going Up Cambourne Hill Coming Down.” One of his sergeants remembers Rescorla stopping by his foxhole to check on him and analyze his fields of fire.

“We all thought we were going to die that night,” he said, “and he gave us our courage back. I figured if he’s walking around singing, the least I can do is stop trembling.”

The next morning Bravo Company defended against four assaults, killing over 200 enemy soldiers while sustaining only a few injuries. However, their task was not done. The next day when the battalion marched into a vicious ambush, Rescorla’s men were called on to jump in and pull them out. Once again, the lieutenant arrived under fire and immediately lifted the spirits of weary soldiers that thought they were done.

Rescorla left Vietnam and returned to civilian life. He finished out his career in the Army Reserves, achieving the rank of Colonel. He was the Vice-President for Corporate Security at Morgan Stanley Dean Witter & Company the day a jet plowed into the north tower at the World Trade Center.

Once again, Rescorla was cool under pressure. His military leadership experience served him well as he calmly led his company’s nearly 2,700 employees to safety. He was last seen on the tenth floor, using a bullhorn to reassure everyone that they would be all right. It is rumored that he sang his Cornish song again and led everyone in renditions of “God Bless America”.

Rescorla called his wife and told her she had made his life. One of his last phone calls before he died was to an old friend from Vietnam, Dan Hill.

“Typical Rescorla,” Hill recalled, “Incredible under fire.”

Hughes Vignette

No Slack Soldiers Take a Knee

The soldiers of LTC Christopher Hughes' 2nd Battalion, 327th Infantry were tired following several weeks of battling insurgents on their journey to Najaf. It was early April 2003 and elements from the 101st Airborne Division were taking part in a bigger effort to secure the holy city on the road to Baghdad.

The 2-327th had served in Vietnam and one of their finest had been killed just days before rotating to the states. In his honor, and based on his favorite saying "cut the enemy no slack." The battalion now called themselves "No Slack."

Their leader, LTC Hughes, was no stranger to Muslim customs, learning all he could while investigating the bombing of the USS Cole and serving on a joint anti-terrorism taskforce. Still, he took the opportunity to learn more about the Shi'ite people and the grand Ali Mosque in the city where he and his Soldiers were headed. Earlier that month, on the 54 hour drive out of Kuwait, Hughes had listened while his Iraqi-American translator explained the importance of the Ayatollah Ali Sistani, the years he spent imprisoned under Saddam Hussein, and how Shi'ites considered the gold-domed Mosque as a most holy site.

When Hughes and his soldiers approached the mosque to ask Sistani to issue a fatwa (religious decree) allowing the Americans to go on to Baghdad without resistance, they met an angry crowd.

Hundreds of people protected the entrance to the mosque, concerned that the Americans had come to destroy it. They chanted "In city yes - in city OK. Mosque no!" Hughes had to act quickly to dispel their fears. At first, he pointed his weapon to the ground. No one noticed.

Next, he commanded his troops to take a knee. Some gave him a questioning glance, but still obeyed without hesitation. They trusted their leader. Many Iraqis in the crowd joined them and LTC Hughes went one step further. He told his soldiers to smile. The Iraqis smiled back. The anger in the crowd was defused. A universal language of goodwill spread and Hughes was able to have his soldiers get up and walk away.

As he turned to leave, Hughes put his right hand on his chest in a traditional Islamic gesture, "Peace Be With You," he said, "Have a Nice Day." The fatwa was issued, Baghdad was taken, and unnecessary conflict was avoided.

Understanding the mixture of cultures and with an adaptability that makes the American Soldier unique, these combat-hardened warriors allowed diplomacy and respect for others to rule the day.